

Commanding Officer Feedback

Skipper,

Thank you for your participation in the Culture Workshop program. As was explained by **(Your Facilitator)**, the heart of the Culture Workshop program is the confidentiality of its results. The only information we take from a squadron is that information which you, the CO, care to impart to us for the benefit of your fellow commanding officers throughout the Navy and Marine Corps. Toward that end, a Culture Workshop critique sheet is attached which I request you complete and return to me at the earliest opportunity. The Commander of the Naval Safety Center, RADM Mayer, will use this critique to both ensure the continued professionalism and standardization of our Culture Workshop facilitators, as well as to learn personally from you, what hazards you face on a daily basis as a Commanding Officer of a Navy/Marine Corps squadron. I am convinced that through ORM, we will continue to reduce mishaps and heighten the readiness of our forces. Your candid thoughts and ideas in both identifying and assessing the your challenges in leading our Naval forces will enable the Naval Safety Center to enhance our Navy and Marine Corp's war fighting capabilities.

Please forward the completed critique form back to me when it is finished and a copy to CDR Morrison who is cc'd on this email

I look forward to hearing from you soon.

VR, Nubs



Critique Format

CULTURE WORKSHOP PARTICIPATING COMMANDER SURVEY

As a follow-up to the Culture Workshop process, your continued feedback/comments are important for us to highlight issues/concerns you have, as a Navy leader. Your candid inputs may be collated with responses from other CW participants and forwarded to Naval Aviation senior leadership. Please provide answers on a numeric scale with ten being the highest regarding your unit participation in this workshop. In addition, please include any comments that would enhance our understanding of your experience of the process.

1. Was the workshop useful in identifying the culture and possible improvement areas?

1 2 3 4 5 6 7 8 9 10

Comments:

2. Will this concept assist the Navy/Marines in improving operational excellence and reducing mishaps?

1 2 3 4 5 6 7 8 9 10

Comments:

CW Conference - March

22222sssa



Critique Format

3. To what extent will you act on ideas and suggestions produced in the process?

1 2 3 4 5 6 7 8 9 10

Comments:

4. To what extent would you recommend this program for other squadrons?

1 2 3 4 5 6 7 8 9 10

Comments:

5. What are the top three “hazards” to “operational excellence and mission accomplishment” that you face as a Navy leader?

6. Please describe how you have or will apply the results of the Culture Workshop to your strategies for command excellence and improvement.



Critique Question No. 1

- ***Was the workshop useful in identifying the culture and possible improvement areas?***
- ***Avg Score = 9.2***

Comments:

- The workshop is the greatest tool a CO has available to obtain a true, unbiased review of a squadron's safety posture, moral and effectiveness of internal communications!
- Outstanding! Only improvement would be every 6 months vice each year
- The feedback from the workshop is of tremendous value in validating whether we are on the right track in leading the command. More than just a "Safety" thing, the workshop really gets at the soul of a command and seeks to find the "deep down" issues that can manifest themselves in Mishaps, poor operational performance or excessive personal conduct issues.
- The workshop did ID some new issues that I was not aware of. It also reinforced some suspicions on where communication breakdown and the morphing of commander's intent were occurring. **Some of the items brought to me were also, however, from some of the chronic complainers in the Squadron.**



Critique Question No. 2

- ***Will this concept assist the Navy/Marines in improving operational excellence and reducing mishaps?***
- ***Avg Score = 8.7***

Comments:

- It will, if the Commanders use the constructive criticism and not take it as a blast against them
- There is no doubt that it CAN contribute to improved operational and safety excellence. In order for that to happen the command must accept, recognize and seek to correct the “deficiencies” or problem areas discovered in the workshop.
- Reduce mishaps, maybe. Improve operational excellence, absolutely
- This concept is a fundamental input for the Navy/Marine team to reduce any mishap rates while improving excellence. It’s the only forum since I’ve been in command that provides straight-forward, honest, retribution-free feedback on the “state of my squadron”.



Critique Question No. 3

- ***To what extent will you act on ideas and suggestions produced in the process?***
- ***Avg Score = 9.3***

Comments:

- I began acting on what I learned immediately. To do otherwise would make the entire workshop a waste of effort.
- I took action immediately and fixed or addressed the majority of the issues that came up during the workshop. Some items were actual issues, and some items were found to be perceptions that were cleared up.
- I will act on the majority of the suggestions given. The areas I won't act fall in to the "the nature of a training squadron" category. I will use other tools to mitigate the concerns on those issues
- I won't act on every idea and suggestion – because some were given without all the facts and background, but I will definitely work on the ones that I think are valid – and have already made some changes.



Critique Question No. 4

- ***To what extent would you recommend this program for other squadrons?***
- **Avg Score = 9.7**

Comments:

- Great program, definitely recommend instituting for other USMC Ground Units.
- If I could guarantee that every other command would gain what we gained from the experience, I'd tell their skippers that they were crazy not to utilize the program and I'd mark this as a 10. Since I can't offer guarantees, you get a 9.
- Just do it. You will feel better for it. Think of it as therapy!
- Without a doubt, one of the best things I could have done.
- Highly recommend it...But it should be mandatory. If the Navy were serious about reducing mishaps, we would make it so. The data indicates that CSAs and MCASs reduce the probability of mishaps. For many of the same reasons, and more, I would say the workshop also would reduce mishap likelihood. Apparently, many COs disagree with mandatory surveys and workshops, especially the sharing of the information with their bosses. However, they should not disagree, because COs should be ever willing to stand behind the performance of their units - warts and all.



Critique Question No. 5

- ***What are the top three “hazards” to “operational excellence and mission accomplishment” that you face as a Navy leader?***
- Communications Up and Down the Chain of Command (14)
- PMV and Off Duty Recreational Accidents (9)
- High OPTEMPO (8)
- Complacency (8)
- Personal Misconduct (drugs/alcohol) (7)
- Personnel Shortages at the CPO/Supervisor Level (6)
- Pilot Proficiency (6)
- Maintenance Not by the Book, Cutting Corners (5)
- Pressure to Get the Mission Done (4)

(X) = Number of Recurrences in all the Critiques



Critique Question No. 6

- ***Please describe how you have or will apply the results of the Culture Workshop to your strategies for command excellence and improvement.***
- We are focusing on improving Comm, Trust, Integrity, and effectiveness of the chain of command. We are implementing a formal mentorship program within the squadron. We have implemented a Commanding Officer's Suggestion Box. We will do climate surveys every six months.
- The culture workshop convinced me to not change how I am doing business at the "strategic level". "Tactical" changes only. Weekends are sacred, Friday is a training day, PT is mando 3 times a week, aircraft fly 3 days a week, with Thursday as a B/U for cancelled events or maintenance day if all goals have been met. Getting to the shops as a CO is key, provided the CO has proven that he can be told all issues and not invoke retribution. The strategy is simple: Steady workload for aircraft, no pressure to complete events, training for personnel, PT for command - All within the workday hours.
- First, I have taken the results of the workshop and shared them with my "Top Team Members" (XO, DHs & CMC). We then assessed how to best address each area of concern, or suggestion. I then shared the results with my Officers and Chiefs and repeated the process. Finally, I held quarters and addressed the same. From that point on, we are constantly evaluating and reassessing our progress in mitigating areas of concerns and suggestions. We have open discourse at AOMs and Quarters where we address our progress and continue to self evaluate. I believe through open lines of communication, where everyone feels they can make a difference, where their voice is heard, they become empowered and perpetuate an environment of self or organizational improvement.

